

Los Angeles County Telework Program (CTP)

Quality & Productivity Commission, Productivity Managers' Network August 5, 2020







BACKGROUND & AUTHORITIES

County Telework Program (CTP)

Designed to be an innovative workplace option contributing to the improvement of work quality, increased productivity, and achievement of air quality and traffic reduction goals.

The LA County Board of Supervisors adopted Telecommuting Standards in 1990

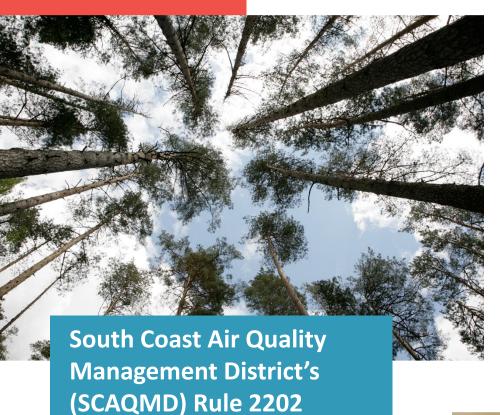
✓ Initially introduced to help address traffic congestion and to reduce toxic air emissions due to commuting back and forth from home to office

The CTP supports the County's Strategic Plan and aligns with several key strategies:

- ✓ Making Investments that Transform Lives
- ✓ Fostering Vibrant and Resilient Communities
- ✓ Realizing Tomorrow's Government Today

DHR's Role in Telework

- Administrative owners of the program
 - Oversight of the CTP Policy
 - Countywide Telework Policies and Procedures Framework
 - Development and Deployment of Training
 - Telemanagers
 - Teleworkers
 - Coding / Reporting of Telework Time
 - Consultative Support to Departments



Commuter credits earned when the County eliminates at least 50% of the normal commute distance from an employee's home to work.



BENEFITS

- Contributes to the wellness of communities
- Promotes environmental sustainability
- ✓ Strengthens the County's position as an Employer of Choice
- ✓ Advances digital government
- ✓ Introduces a different approach to engagement and information sharing









TYPES OF TELEWORK



Alternative work arrangement where County employees work from a County facility other than their primary work location. Employees are able to 'plug into' an undedicated, non-permanent work space, such as a spare office or cubicle.



An approved remote site of the employee's choosing.



COWORKING

Alternative work arrangement where County employees work in a shared workplace with other organizations and agencies. Coworking facilities are membership-based and operated by third-party agencies.

At the direction of the state and Public Health Officer, many County facilities were closed to the public and many employees transitioned to remote (telework) operations.



CRISIS
DEPLOYMENT



PRIOR to COVID

4,292 employees completed either the teleworker or telemanager training.

PRE-COVID PROTOCOL

There are three different elements to initiate participation in the program.

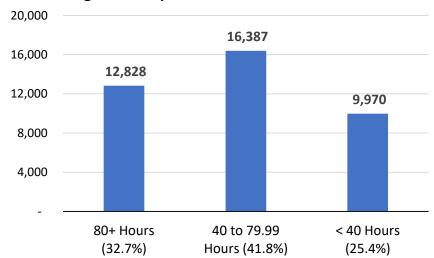
- Complete Teleworker Training
- Complete Required Paperwork with Department
- Determine Telework Location



DHR temporarily waived the requirements for employees to complete the County Teleworker Training module and to complete a formal telework agreement.

6/15/20 - 6/30/20

37.7% (39,185/103,930) of the County workforce was teleworking. The max participation rate in June was 49,839. Nearly75% teleworked at least 40 hours. The average County teleworker teleworked 58.1 hours..





Decision Making Process

Employee participation in the CTP is at the discretion of management and both represented and non-represented employees are eligible to participate in the telework program.

- ✓ Employees must have a performance evaluation of "Competent" or higher on their most recent Performance Evaluation in order to qualify for participation.
- ✓ The terms and conditions of employment for a teleworker and their manager remain unchanged. Work hours, overtime, compensation, and vacation schedules must conform to the County Code, Memorandum of Understanding (MOU) provisions, if any.
- ✓ Teleworkers must use designated telework time code(s) when completing timesheets to record hours spent teleworking.



People work harder when they're in an office.



How many people have you caught texting on their phones, hanging out in their co-workers cubicles, playing Solitaire on their computers all morning or taking extended breaks? A supervisor who micromanages doesn't necessarily mean that employees will get more work done.

Telework success depends on leaders who manage by objectives, not by observation, and this critical skill needs to be taught and learned. When goals are clearly communicated, employees understand what is expected of them and will perform to their best capabilities, whether they are in an office—or not.

It's the employee's job to make telecommuting successful



Telework programs seldom fail because good employees turn lazy. To start, managers must be open to the idea of telecommuting. If supervisors and managers are resistant to an organization's commitment to launching a telework program, and are then in charge of initiating and managing telecommuters, this is a recipe for failure. Telecommuting must be a team effort to be successful.

According to WorldAtWork's Rose Stanley, "You cannot just train a teleworker on how to be a good teleworker. You have to also train the manager and teach them how to manage by results and you have to train the coworkers how to communicate and work with teleworkers when they're not in the office. If you leave them out you're destined for problems."

Telecommuting is unfair to in-office employees



While people can benefit from working from home, not everyone is suited for it—or even wants it. Some character traits and positions may lean towards more successful transitions to teleworking. However, there are individuals who don't want to make the transition.

Plenty of individuals are happier being in the office around other people. Others, may feel more comfortable in an office setting in order to get their work done. But it's important that we still offer telecommuting as an option to employees.

Most jobs aren't suitable for teleworking



Some jobs do require you to be on site, but probably not every day of the week. For example, there are aspects of positions that can be done remotely, like billing clients or answering calls. It's important to look for aspects within a position where desk duties are performed—those responsibilities can be done from home.

It's not an all or nothing situation. For example, restructuring and deciding which day(s) of the workweek can be allocated to strictly doing paperwork in order to allow an employee to work from home.

THE FUTURE OF TELEWORK



FUTURE OF CTP

- Defining a Countywide culture around telework at the highest level
- ✓ Creating department level strategies at the local level
- Maximizing flexibility for participation

How do we accomplish this?

- ✓ Assessment of positions and classifications Countywide as they relate to compatibility with Telework
- Promoting training and competency development to support remote supervision
- ✓ Partnering with CIO to identify and support needed resources
- ✓ Partnering with CEO Risk Management to incorporate Ergonomics and ergo needs

CONTACT US

- ☐ <u>Telework@hr.lacounty.gov</u>
- OTHER RESOURCES
 - DHRMs for department-specific Telework policy questions
 - Auditor-Controller timecard coding and reports
 - ☐ ISD telework resources guides, training and technical support
 - ☐ CEO Risk Management ergonomic issues



Q & A and THANK YOU

